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PERSPECTIVE AND RECOMMENDATIONS

Perspective

There is a great deal of activity and change in the air these days for our people in the Agency:

- a new Director of Central Intelligence,
- an investigative atmosphere in the Agency,
- retirement decisions being reconsidered for participation in the Civil Service Retirement System vs. FERS,
- decisions on making THRIFT plan contributions, or not,
- disturbing medical insurance premium increases,
- new buildings in Hqs to move into over the next months, and now,
- the very unusual Compensation and Benefits Proposal...

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This time of change is requiring an unusual amount of decision-making on issues outside of the sphere of our employees' normal day-to-day work. Right now, there is probably a need for some stability and settlement in the Agency. Presenting a Compensation and Benefits Proposal (Proposal) such as

ours with the implications for affecting professional lives and livelihood, represents a significant added pressure with which they must deal.

The Proposal asks a lot of our people; but it will also give a lot. It asks them for a period of serious consideration, eventually their acceptance, their willingness to "educate" themselves, their adjustment from old ways to new, their patience as implementation unfolds, and requires them to manage and be managed in very different ways. Under the Proposal we will now pay for performance, allow a benefits choice, consider one's career more than before, and focus on overall emoluments for careerists of this Organization.

We are finding strong support in the Directorate for those Proposals which enhance the well-being of our people:

- flexible benefits, by far a front runner,
- leave conversion which allows tangible recognition for the high degree of dedication found in our employees,
- the dual track system, considered innovative and long overdue.

We are finding some support in the Directorate for:

- occupational banding, with caveats concerning the reliability of market-pricing which will compare our occupations with "equivalents" (if there are such things) in the private sector marketplace,

- incentive pay, with serious concerns as to the fair and equitable handling of this by supervisors and managers,
- promotions,
- occupational-specific training,
- educational assistance.

We have found only limited support for:

- individual career plans since most employees feel that their careers are largely their own responsibilities,
- staff management tools,
- performance plans, since most harken back to the discomfort and dislike for the former AWP and LOI exercise,
- occupational career handbooks.

We found little or no interest in:

- system controls, and
- projection tools.

The lack of interest for these last two came mostly from employees and not from management.

Our people perform. And usually well. It has even been said that an acceptable level of performance in this Organization equates to strong performance in many large firms and in some components of local and federal government. Adopting our Proposal may not produce a demonstrably big difference in performance levels by our people, however it allows us to recognize and reward the good, the great, and the outstanding performances in new and exciting ways.

There is skepticism out there. Many of our people do not feel an inherent trust in the system nor that its management is really looking out for their interests. They comment that our managers, junior and senior, are often ineffective on the people-side though effective on the production-side. The people-side is the concern here. The statement that production overcomes the professional needs of the worker, has an almost universal ring throughout the Directorate (and probably throughout the Agency).

Our employees gratify themselves in an unusual way. Suffice it to say that government employees do not join government service to become wealthy. Money isn't the motivator; and our Proposal does have money as one of its incentives. It really has to. That frankly has triggered certain adverse reactions within the DA. Accomplishment, and especially accomplishment with excellence, excites, sustains, and gratifies our people. Simply said, it turns them on and they consistently accomplish to the outer limits of their potential.

We complain about excessive tasking and unreasonable workloads but these complaints are not really from the heart. We react in completely predictable ways in our Agency when confronted with the "very difficult" or even "the impossible". We go right at the problem without hesitation! This scenario is played out day after day in each and everyone of our Offices. It has come to be termed the "Agency work ethic". It is incredible and we are justifiably proud of it.

We ask very special kinds of "extras" of our employees. Not only was it a rigorous and onerous ordeal initially to join this Organization but once in, we tend to stay with more regularity than perhaps any major institution or organization in America. Once you are here you are likely to want to stay; and we want to keep it that way.

STAT The Agency puts percent of its work force under cover, unquestionably a stressful condition of employment. We are asked "to live a lie" and are expected to follow convincingly and unswervingly a scenario which, though false, is essential to the effectiveness of our intelligence mission. The limitations on us are many. We have no civil service status; we serve at the pleasure of the Director; we do not travel internationally, nor publish, face the courts, develop relationships with foreigners, nor embrace certain private life styles or habits, without notification and/or approvals from our own "system." We are constantly under review for employment suitability and subject to lie detector testing over our whole career. Yet all of this somehow draws us together as "family" even more. We are proud, have exceedingly high personal standards, work incredibly hard, and unfailingly take on everything we are asked to do-- then do it well.

Our employees serve in very unusual capacities. We are positioned in some of the most remote, backward, dangerous and unhealthy places around the globe. Our range of expertise and skills ranges from paramilitary to the highly scientific. We have a work force that includes all levels from clericals and laborers to senior professional academicians, scientists, engineers, system analysts, weapons specialists, case officers, administrators, general managers, educators, physicians, project engineers, and many others. One-quarter of this Agency is engaged in the most anomalous mission in the US Government, that of collecting by human sources essential intelligence about the intentions and plans of foreign governments around the world.

Our compensation and pay Proposal recognizes all this. It is our intent and focus to improve the lot for the hardworking, dedicated and resilient people we describe above. If it does not improve their lot, then it should not be adopted - much less even be designed in the first place.

So what's missing? Some might say nothing. We say sufficient and meaningful recognition is missing. We say we can "care" more by creating programs which deliver benefits and services to improve the private and working lives of our exceptional people and their families.

Over time we have watched the private sector providing new and better things for their work force. Once the forerunner in this arena, the U.S.

Government, formerly the "most appreciative" employer in town, has now sadly slipped to one of the less appreciative. Until this new initiative, no major Agency effort has been proposed to improve the situation. We suggest that now is the time. We now can care for our work force in ways better than before. We are unique and we deserve unique handling. The Task Force Proposal offers some challenging and exciting ways to attack this.

We now wish to make our recommendations.

RECOMMENDATIONS

The foregoing is intended to provide a basis for the following recommendations and how we proceed from here. Our sense of the Directorate is that the majority of its people are receptive to some change. As we stated above, the degree of change and the manner of implementation appear the greatest cause for concern. Our people are concerned that the entire Proposal cannot be implemented without unacceptable disruption in their daily routine. Management and employees alike echo a cautious, go slow phased approach. We do as well.

We earlier addressed the uniqueness of this Agency and its people. It follows therefore that we should have a pay and benefits system to match this uniqueness. The base pay of our people in the present system does not seem to be a factor of real discontent. Rather, there is a general feeling of fairness for the most part. However, the benefits side of the present system leaves much to be desired. Since the benefits and their income tax consequences can affect "take home pay", and improvement will be beneficial to an individual's pay. We therefore recommend that Features 11 (Flexible Benefits) and 12 (Leave Conversion) be included for immediate action in the DA's recommendations regardless of whether the remainder of the Proposal is accepted. This recommendation was echoed throughout every office within the Directorate.

Next, we recommend that Feature 1 (Banding) be implemented but in a "test bed" mode. We recommend selecting only components which are willing to be banded and observe carefully the results including employee reaction. We are

of the belief that the concept of Banding has been negatively received by some offices in the Directorate due to the inclusion of Market Pricing and the perceptions that market-pricing makes unfair and inequitable comparisons of Agency support functions with those of industry and other routine USG agencies. As said earlier, we are different. Thus, we must find a way to assure reliable Market Pricing before undertaking Banding. We also recommend accepting the use of personal services funds to control the structure of the work force and the delegation of classification authority. However, to minimize the impact on management, we recommend these two elements of Feature 1 be retained at the Office Director level where some centralized control can be used. At a later date when Banding has stabilized, the redelegation of these authorities to a level of management below Office Director, if desired, can be considered.

Feature 2, Incentive Pay, is recommended. This feature of the Proposal receives some support and is believed to be generally acceptable to the Directorate population as a whole. However, there are some major concerns with the implementation of Incentive Pay. First and foremost for DA careerists is the concern for fair and equitable treatment when incentive pay decisions are rendered by the host component vice the parent service. This is a two-edge sword. In one respect, there is concern that the "support" employee will receive less equity by the host component than if the employee were rated by the parent career service. On the other hand, the individual may find "a home" i.e. treatment is superb; annual bonuses, etc. Thus, when the time comes to rotate the employee, that individual may prefer to remain with the host component. Thus, we recommend that the parent service have final approval authority on incentive pay for externally-assigned personnel with the host component recommending the incentive award.

Another concern voiced particularly by various managers within the DA offices is determining at what level the decision on incentive pay will be made. There is considerable concern that the first line supervisors should not have the final say although he/she should have significant recommendation input. However, there is an anomaly here in that preparation of the PAR by the supervisor will directly affect the incentive pay decision under the current Proposal. This revision will leave the final decision to some level above the supervisor offering somewhat of a minor "appeals process" and an objective assessment of the incentive pay recommendation as a result of the PAR rating. If career panels are chosen as the level of decision, it is our recommendation that this be a temporary situation with a view toward bringing the decision back down "near the action" in the next 2-3 years at the outside. Thus, we caveat our recommendation on Incentive Pay to include parent office vice host component approval and that the final decision be made above the first line supervisor level.

Feature 9, Dual Track, is also included in our recommendation. Dual Track was included by five of the nine offices as among the Proposal's best features. There has long been a concern in almost every corner of the Agency that to "get to the top" an individual has to become a manager. Under the Dual Track Feature this concept is abolished. The "expert" will be able to rise to the top of the pay ladder and still remain within his/her field of expertise. An added benefit to the Agency is that we won't force into management someone who neither wants to manage nor cannot manage. Thus, acceptance of Dual Track bodes favorably for retention of an employee who is happy, well paid, and doing the real job for which he/she was hired.

Another benefit, Feature 13, Educational Assistance for Dependents is included in the Task Force Proposal. However, as presented this feature lacks application to all Agency employees because of its very nature. We recommend a modified version of this Feature as proposed by the Office of Logistics as Appendix III of their submission be substituted and included in the DA recommendations. This substituted version has Agency-wide application and involves credits for either Dependent Education or other non-dependent related benefits earned based on years of Agency service. It espouses the "Agency family" concept.

In summary, we believe the heart of the DA recommendations should include Features 1 (Banding), 2 (Incentive Pay), 9 (Dual Track), 11 (Flexible Benefits), 12 (Leave Conversion), and 13 (Educational Assistance - O/L version). These will offer, we believe, the most to our people in the design of any unique pay and benefits package.

It suffices to say that the remaining Features proposed by the Task Force cannot be disregarded. Criteria for career advancement are directly relatable to Features 3 through 8 while Management's ability to monitor and control this "new" system involves Features 15 and 16. Making these latter statements is not a "cop out" but rather testimony that the total Task Force Package was designed with thoughtful and careful consideration.

prepared and submitted on 18 September 1987 by:



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1. Forwarded herewith is a copy of our "bottom line". This was given to Bill Donnelly on Tuesday, 22 September. I think it is fair to say he agreed with most of our reactions and recommendations. He also added some things of his own.

2. He has asked that we now take this paper and argue its merits among the other Directorate-level Representatives when we meet together in October [redacted]

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3. I will keep you posted via the DA Staff Meeting of how things are shaping up.

4. Bill has listed 12 items and reactions that [redacted] and I are to use in our arguing the DDA position. Briefly here is my best gist of those items.

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a. The Proposal as written has become too broad and too all-encompassing. Let's look at sizing it down.

b. It must be noted that we are in a "nervous environment" here in the Agency. The next version should take that into consideration.

c. It must be considered that within the Directorate there appears to be some distrust of supervisors, managers and management to implement this Proposal effectively.

d. Some supervisors and managers are ineffective on the people-side. We should focus on this and attempt to improve it.

e. Our aim is to improve the lot of our employees. This should be a major focus and objective of our next version.

f. The majority in this Directorate appears responsive to some change.

g. Adopt a "phased approach" for implementing the eventual Proposal.

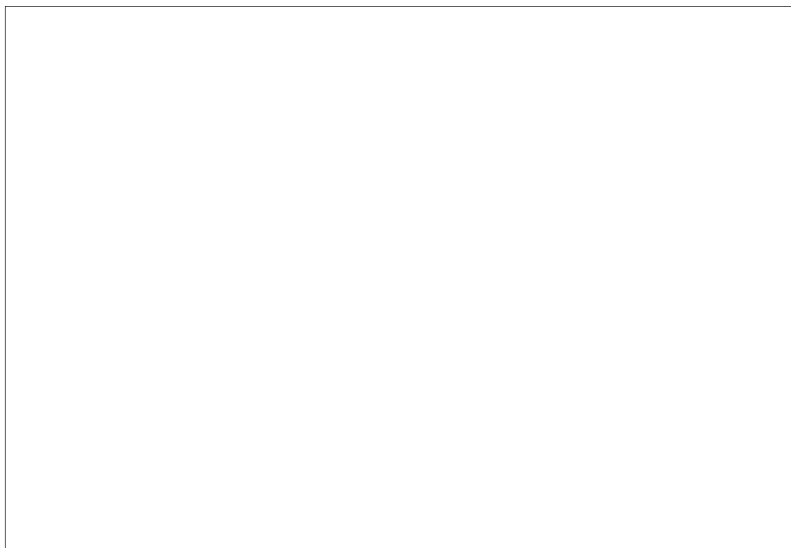
h. Benefits and pay are seen as one, i.e. linked very closely. This package should consider strongly: flexible benefits, leave conversion, incentive pay, dual track, and educational assistance.

i. Go for banding a profession or two, or an Office or two (specific offices/professions unstated).

j. Ensure that we study the Office of Communications' "test bed" and continue to learn from those experiences.

k. Let's attempt to accomplish things in this version which have a high probability of being accomplished without requiring external approvals.

l. Recommend and argue for a Manager/Executive Development Program and begin building such a program Agency-wide.



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